

## Building Trust

Learn how to get people to trust and work with you  
and manage interactions with angry stakeholders

John Godec CPF, MCP3

The Participation Company LLC  
*Because We're Even Better Together*



1

## Introductions

### Your Brief (30 Second) Story

1. Name, Job
2. Area of Expertise, Education, other Training
3. Experience (good/bad) with the Public
4. Expectations for this class



2

“

*Public sentiment is everything. With public sentiment nothing can fail; without it, nothing can succeed.*

”

- Abraham Lincoln



3

“

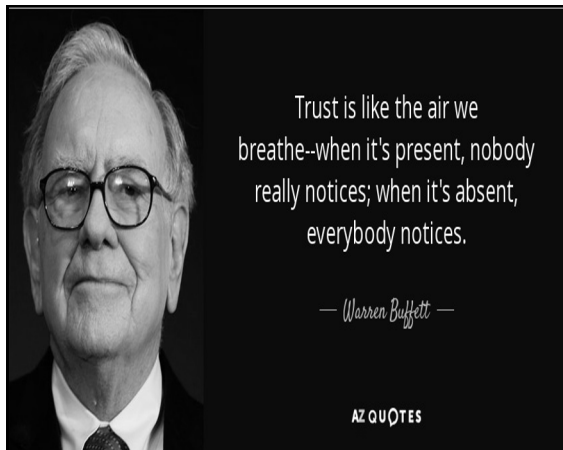
***Democracy needs a ground to stand upon – and that ground is the truth.***

”

-- Marcus Raskin



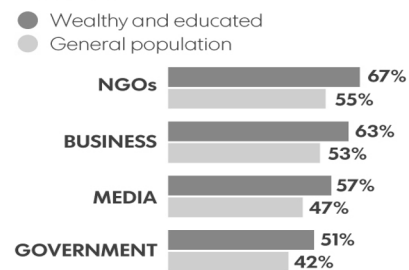
4



5

## A TRUST DIVIDE

Percentage of people who trust these institutions:



Margin of error: ► General population +/- 0.6%  
► Wealthy and educated +/- 1.2%

Carlisbad

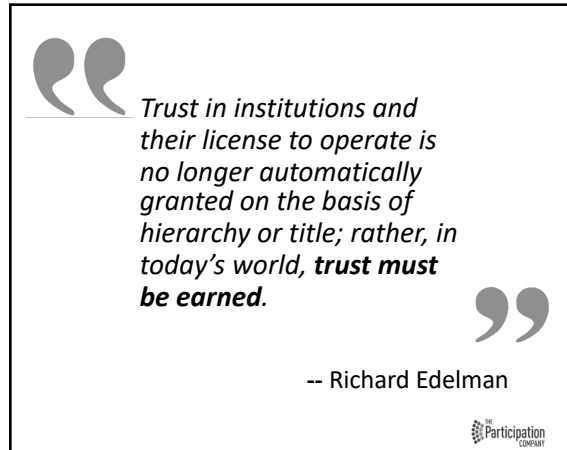
Source: Edelman Trust Barometer  
Jim Sargent, USA TODAY



6



7



8

### Today's Reality

1. Presumed Bad Intent of Big Business, Government & Other Institutions
2. Broken Politics, Serious Power and \$\$ Imbalances -- Public Polarization
3. Competitive and Politically Divided Traditional Mass News Media – Infotainment, Ratings & Revenue
4. Unfiltered, and Unaccountable Social Media – 20% - 40% of Web Traffic generated by Bots

The Participation Company

9

### Why do people hate government?

1. **There's good reason.**

- People and news media ignore what works but hyper-focus on failures.
- History of failures & people getting hurt is memorialized and repeated – constantly.
- Government is never perfect
- Politics works for the few & powerful, not as much for others.

The Participation Company

10



11

### Why do people hate government?

2. **It's human nature.**

- We need excuses for our own inadequacies, an historical common enemy.
- Victimization of society
- We tend to focus on what we don't have and want, not on what we have
- People focus on failures not on successes

The Participation Company

12

## Why do people hate government?

**3. We're encouraged to do so.**

- Deregulation of conventional media and proliferation of social media
- Hatred is good business
- Tribal mentality – my friends hate them, so I must hate them too.



13

## PEOPLE WHO TRUST YOU...

- ...support you and your projects.
- ...vote for you.
- ...listen to you.
- ...tend to agree with you more
- ...respect you and your work
- ...defend you
- ...like you
- ...will work for and with you



14

*IF THEY DON'T,  
THEY WON'T*



15

## Who Do You Trust & Why?

1. On your own, jot down five defining characteristics of people that you trust.
2. In your breakout room discuss your answers and identify five most common to your group.
3. Pick a reporter and provide to the rest of us.

*Pick a group spokesperson to deliver your answer to the larger group.*



16

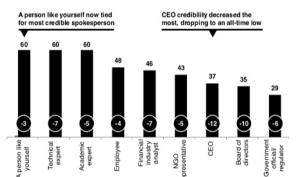
## We Tend to Trust People Who Are Like Us.

## Peers Now as Credible as Experts

Percent who rate each spokesperson as extremely/very credible, and change from 2016 to 2017

**"People in this country have had enough of experts."**

– Michael Gove,  
Member of Parliament, U.K.



Source: 2017 Edelman Trust Barometer Q1D-747 Below is a list of people. In general, when forming an opinion of a company, if you heard information about a company from each person, how credible would the information be – extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box, Very/Extremely Credible)



17

## Communicating & Building Trust -- in a Time of Rampant Mistrust

Research shows that most **jobs** producing the **highest** levels of worker **stress** involve **working with the public**.



18

## When Angry People Are Ignored, They'll Find A Way

- Protest
- Lawsuits
- Social and Conventional Media
- Civil Action
- Political Action
- Violence



Participation  
COMPANY

19

“

*A riot is the language of the unheard.*

”

-- Dr. Martin Luther King Jr.

Participation  
COMPANY

20

## Reciting 'Facts' Doesn't Work

- People need to **understand and accept** the problem
- People need to **trust** the solution
- People need to feel some **ownership** of the decision



Participation  
COMPANY

21

## \*To Build Trust

- ✓ Don't Try to Sell the Solution Before They've Bought the Problem.
- ✓ There needs to be a *shared sense of purpose* – 'a common enemy' – the problem.

*If people don't understand and agree with the problem, they won't accept the solution.*

Participation  
COMPANY

22

## \*To Build Trust

1. Stop doing the things that antagonize people
2. Provide committed opponents with managed opportunities to vent.
3. Provide uncommitted people with opportunities to engage in their way and on their turf.

Participation  
COMPANY

23

“

*(Assuming they bother listening at all)*

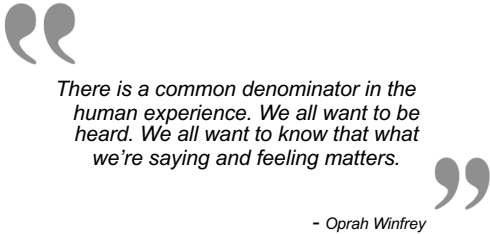
***Most people do not listen with the intent to understand; they listen with the intent to reply.***

”

-- Stephen R. Covey


Participation  
COMPANY

24



*There is a common denominator in the human experience. We all want to be heard. We all want to know that what we're saying and feeling matters.*


- Oprah Winfrey



25

**\*To Build Trust**


Listen in ways that convince people that they're truly being heard.




26

**\*To Build Trust**

Building *relationships* is the secret sauce.




27



*We don't see things as they are, we see them as **we** are.*

- Anais Nin



28

**Emotional Reality/Behavioral Science**

**Intuition comes first,  
Strategic Reasoning second.**

*We feel first...think second.  
Social and political judgments are particularly intuitive.*




29

**\*To Build Trust**

Dealing with Emotional and Mistrusting People

- ✓ Give voice to the valid opinions, positions and interests in *the room*.
- ✓ Acknowledge how people feel before they're forced to lecture you about how they feel. (*But also allow them to lecture you.*)
- ✓ You may not always respect their opinions, but they must always know you respect them and their right to feel that way.
- ✓ Validate people



30

### \*To Build Trust

#### Dealing with Emotional and Mistrusting People

- ✓ Acknowledge the feelings of people who have been or felt mistreated.
- ✓ Acknowledge and apologize for any past misdeeds and any mistreatment.



31

### \*To Build Trust

#### Dealing with Emotional and Mistrusting People

- ✓ Don't allow people to feel that they are utterly powerless in your hands.
- ✓ Find ways to give people meaningful influence.
- ✓ Find ways of giving people some control or influence over their situation.



32

### Six (6) Principles for Getting Your Ideas to Stick

1. Simplicity
2. Unexpectedness
3. Concreteness
4. Credibility
5. Emotions
6. Stories

*A Simple, Unexpected, Concrete,  
Credible, Emotional Story.*

*Made to Stick – Chip and Dan Heath*



33



*He mobilized the English  
language and sent it into  
battle.*



-- Lord Halifax in **The Darkest Hour**  
In reference to Winston Churchill



34

### Six (6) Principles for Getting Your Ideas to Stick

1. Simplicity
2. Unexpectedness
3. Concreteness
4. Credibility
5. Emotions
6. Stories

*A Simple, Unexpected, Concrete,  
Credible, Emotional Story.*



35

### Strategic Overriding Communication Objective

What communication goal do you want/need to achieve?

What are the most important things that you want or need people to know, to believe, to remember, or to act on?



36

## THE CURSE OF KNOWLEDGE

- Experts are increasingly fascinated by nuance and complexity.
- Once you really know something well it's extremely hard to remember what it was like back when you didn't know it well.
- Making it simple feels like 'dumbing it down'.



37

In your small group, rewrite the following in a simpler, more understandable way:

## Exercise

*"We know that investing in infrastructure is essential to support healthy, vibrant communities. Infrastructure is also critical for long-term economic growth, increasing GDP, employment, household income, and exports. The reverse is also true – without prioritizing our nation's infrastructure needs, deteriorating conditions can become a drag on the economy."*



38

## GRADE LEVEL 16.3

American Society of Civil Engineers

*"We know that investing in infrastructure is essential to support healthy, vibrant communities. Infrastructure is also critical for long-term economic growth, increasing GDP, employment, household income, and exports. The reverse is also true – without prioritizing our nation's infrastructure needs, deteriorating conditions can become a drag on the economy."*



39

## GRADE LEVEL 13.7

American Society of Civil Engineers

*"Good roads, bridges, sewer and drinking water pipes, sewage treatment and drinking water plants, and power lines support our lifestyles. Infrastructure also helps our economy, household incomes and exports. Without more support, deteriorating infrastructure can hold back our economy."*



40

## GRADE LEVEL 8.7

American Society of Civil Engineers

*"Good roads and bridges help us travel safely. Water treatment plants keep us and our rivers and lakes healthy. Reliable power lines bring electricity to our homes and businesses. Good infrastructure makes our lives better and helps our economy grow."*



41

## Better Answers to Most Questions

*Brief, empathic, respectful acknowledgement of the question or concern.*

1. True, brief, key conclusion – *sound bite length statement.*

*Followed by....*

2. Supporting fact - evidence.
3. Supporting fact - evidence.
4. Supporting fact - evidence.



42

# Exercise

## Infrastructure

**Reconstruct the Infrastructure Paragraph as a Key Message**

Determine: **Your communication objective?**

Write: **A true, brief, clear message**

1. Supporting Evidence (*because*)
2. Supporting Evidence (*because*)
3. Supporting Evidence (*because*)

*Pick spokesperson to deliver your answer to the larger group.*



43

## Key Message Version

**Reliable infrastructure is critical for people and jobs.**

1. Good roads and bridges let people travel more quickly & safely.
2. Water treatment plants, keep people healthy and rivers and lakes clean.
3. Reliable power lines, keep your lights and devices on.



44



45

## SIX INFLUENCE PRINCIPLES

1. Reciprocity
2. Consistency
3. Social Proof
4. Authority
5. Liking
6. Scarcity
7. \*Unity

Source: *Influence* by Robert Cialdini, PhD



46

### 1. RECIPROCITY

**People who receive something from feel compelled to give back -- you give, they will respond.**

- You're nice to them, they're nice to you
- Give and take



47

### 2. CONSISTENCY

**Once we make a decision or choice, we're compelled to stick with it – right or wrong.**

- Influencers start by asking for small commitments consistent with their values.



48



### 3. SOCIAL PROOF

People are far more persuaded by what they see their peers do or think than by any data and facts that you can provide.

*Show them people doing and believing what you'd like them to do or believe.*



49

### 4. LIKING

We're persuaded by, and tend to say yes to, people that we know and like.

*Build relationships, be human as well as professional.*



50

### 5. AUTHORITY

People still believe and defer to authority, but who they regard as authorities has changed.



51

### 6. SCARCITY

We care deeply about what we might lose, rather than what we might gain.

*We want most what we think we can't get.*



52

### \* 7. UNITY

**People With a Common Identity – 'Us vs. Them'.**

*The third step of Maslow's hierarchy of needs – THE NEED TO BELONG.*

- My tribe
- My people
- My party
- My group



53

### SIX INFLUENCE PRINCIPLES

1. Reciprocity
2. Consistency
3. Social Proof
4. Authority
5. Liking
6. Scarcity
7. \*Unity

Source: *Influence* by Robert Cialdini, PhD



54

# Exercise

## Bear's Nose Case Study

1. Using any of the 6 Principles and Key Message structure, rewrite the description of this issue to make it more resonant, clear and interesting.

*Draft an opening paragraph that could work for a newsletter, fact sheet or verbal presentation.*

*Pick a group spokesperson to deliver your answers to the larger group.*



55



*If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from their angle as well as your own.*



--Henry Ford



56

## The Aunt Carrie Factor



57

John Godec CPF®, MCP3®

- Newsletter of related tidbits

*Thank you*



58